FORSCOM 1st Quarter FY 05 Risk Assessment

Goals and Objectives

GOAL: To provoke thought, exchange ideas, discuss lessons learned and provide tools to leaders to prevent off-duty and on-duty accidents and eliminate fatalities.

OBJECTIVES:

1. To exchange ideas and share lessons learned that will assist commanders in reducing off-duty and on-duty accidents of soldiers, civilians, and family members.

2. To provide an in depth discussion and point out new NCO initiatives with emphasis on the importance and requirement for standards and discipline in all facets of soldier training and operational activities to include deployment into combat.

3. To provide an opportunity to review successful deployment and redeployment safety iniatives in an effort to encourage the use of risk management tools.

4. To review case studies of recent POV and motorcycle accidents within the command to identify causes and to provide ideas for prevention efforts.

5. To share with leaders the FORSCOM Risk Assessment for FY 05 1st QTR

Historical & Analytical Summary

Findings

- Repeated Unit Combat Rotations, in both the Active and Reserve Components Increase the Strain on Units and Soldiers
- Post Redeployment Spike in Accidents Continues to Occur
- POV Accidents Continue to Produce More Soldier Fatalities than all Other Sources Combined
- Reduction in OIF Injuries From Negligent Weapons Discharges
- High Operational Pace Continues to Present Unique Risks
- Army Transformation Entails Risks Associated with New Equipment, Organizations and Tactics

1st Qtr Major Concerns

- POV & Motorcycle Operations
- Mobilization & Deployment
- Redeployment & Reconstitution
- Preventing Combat Casualties
- Weapons Handling
- Training and Exercises
- Modularity
- Aviation Safety

Standards and Discipline

Areas of Concern

Areas of Concern		Initial Risk
Standards & Discipline	POV & Motorcycle Operations	Ex High
	Mobilization and Deployment	Ex High
	Redeployment & Demobilization	Ex High
	Preventing Combat Casualties	Ex High
	Weapons Handling	High
	Training Exercises & Homeland Ops	High
		High
	Modularity	High
	Aviation Safety	

Low Risk Moderate Risk High Risk Extremely High Risk

POV Operations – Other than Motorcycles

POTENTIAL RISKS

- Aggressive Driving
- Speeding
- Substance Abuse
- Unsafe Vehicle Operation
  - ✓ Personal Vehicles Not Roadworthy
  - ✓ Condition of POVs after Extended Storage
  - ✓ Inexperienced Drivers
  - ✓ Driver Proficiency Degraded During Extended Deployment
  - ✓ Distracted Drivers (radios, cell phones)
  - ✓ Failure to Use Seatbelts

CONTRIBUTING FACTORS

- Fatigue: Acute and Chronic
- Availability of Alcohol and Drugs
- Extended Driving Distances on Leave or Pass

CONSIDERATIONS

- Leader Engagement
- Ensure that all Soldiers Have Watched the “Be Safe” Video
- Installation-Funded Aggressive Driving Programs through American Institute for Public Safety Contract & “Road-Rageous” Campaign
- Train First-Line Leaders on Techniques to Reduce POV Accidents
  - ✓ Leaders/Commanders Safety Course
  - ✓ S.T.O.P.P. Program
- Enforce POV Safety Program with Emphasis on High Risk POV Operations
  - ✓ Leaders Review – Extended POV Travel
  - ✓ Check 4-Day Weekend Travel Plans
  - ✓ Implement US Army Safety Center Pre-Leave Risk Assessment & Vehicle Inspections
- Enforce POV-Focused Provisions of DOD / Army Regulations

POV Operations – Motorcycles

POTENTIAL RISKS

- Inherent Visibility Issues – Other Motorists
- Speed – Misuse of High-Performance Bikes
- Failure to Maintain Proper Position in Lane or Adequate Following Distance
- Exposure to Direct Bodily Impact with Road Surface, Vehicles and Other Objects

CONTRIBUTING FACTORS

- Improper or Inadequate Personal Protective Equipment (PPE)
- Purchases of Motorcycles by Deployed Soldiers through AAFES
- Inexperience
- Thrill Seeking, High-Risk Behavior
- Inclement Weather

CONSIDERATIONS

- Leader Engagement, Raise Awareness
- Compliance with DODI 6055.4 and AR 385-55 Requirements for Motorcycle Training
- Quality Motorcycle Safety Instruction Matched to Experience Level of Operator
- Enforce the Use of Proper PPE
- Partner with OCONUS AAFES Motorcycle Vendors to Provide Free Instruction with Each Motorcycle Bought; Require PPE to be Part of Each Motorcycle Purchase

Mobilization & Deployment

POTENTIAL RISKS

- Unit Integ
  - ✓ Late Integration of New Leaders, Safety Officers
  - ✓ Team Building Time Minimized for Units & Augmentees
- Reserve Component Junior Officer Shortages
- Lack of Collective Training Opportunities
- Little Time for Crawl, Walk Run Approach to Training
- Soldier Acclimation/Physical Conditioning
- Inadequate Risk Management in Rear Detachments

CONTRIBUTING FACTORS

- High Operational Pace
  - ✓ Multiple Unit & Individual Rotations
  - ✓ In Theater Extensions
  - ✓ Impact on Augmentee Donor Units
- Transition to Unfamiliar Vehicles & Equipment
- 5,600 IRR Involuntary Mobilizations
- RSOI Focuses on Combat Units, not CS & CSS

CONSIDERATIONS

- Leader Engagement – Execute Risk Management
- Collection and Distribution of Lessons Learned
- Pre-deployment Equipment Familiarization Training; Continual In-Theater Licensing Updates for Equipment Upgrades / Additions
- Pre-Departure Convoy Briefings and Contingency Plans – ARs 385-55 & 600-55
- BCT Safety Professionals Manning Initiative
- Unit Safety Augmentation/Army Safety Augmentation Detachment (ASAD)
- Command Reviews of Personnel and Training Files Prior to Deployment
- Train on Common SWA Vehicles at CTCs
- Invest in Safety Officers/NCOs in RC Units
- Formalized/Contracted Pre-Mobilization Safety Training

Redeployment & Reconstitution

POTENTIAL RISKS

- **Unit Redeployment & Reconstitution**
  - ✓ Limited Decompression Period
  - ✓ Lack of Control during Terminal Leaves
  - ✓ Chain of Command/Leadership Oversight
- **Reunion & Integration Stressors**
  - ✓ Established Link Between Financial Pressures and At-Risk Behavior
  - ✓ Return to Uncertain Civilian Job Status
  - ✓ Financial Issues/Lifestyle Adjustments
  - ✓ Transition to a Less Restrictive Environment

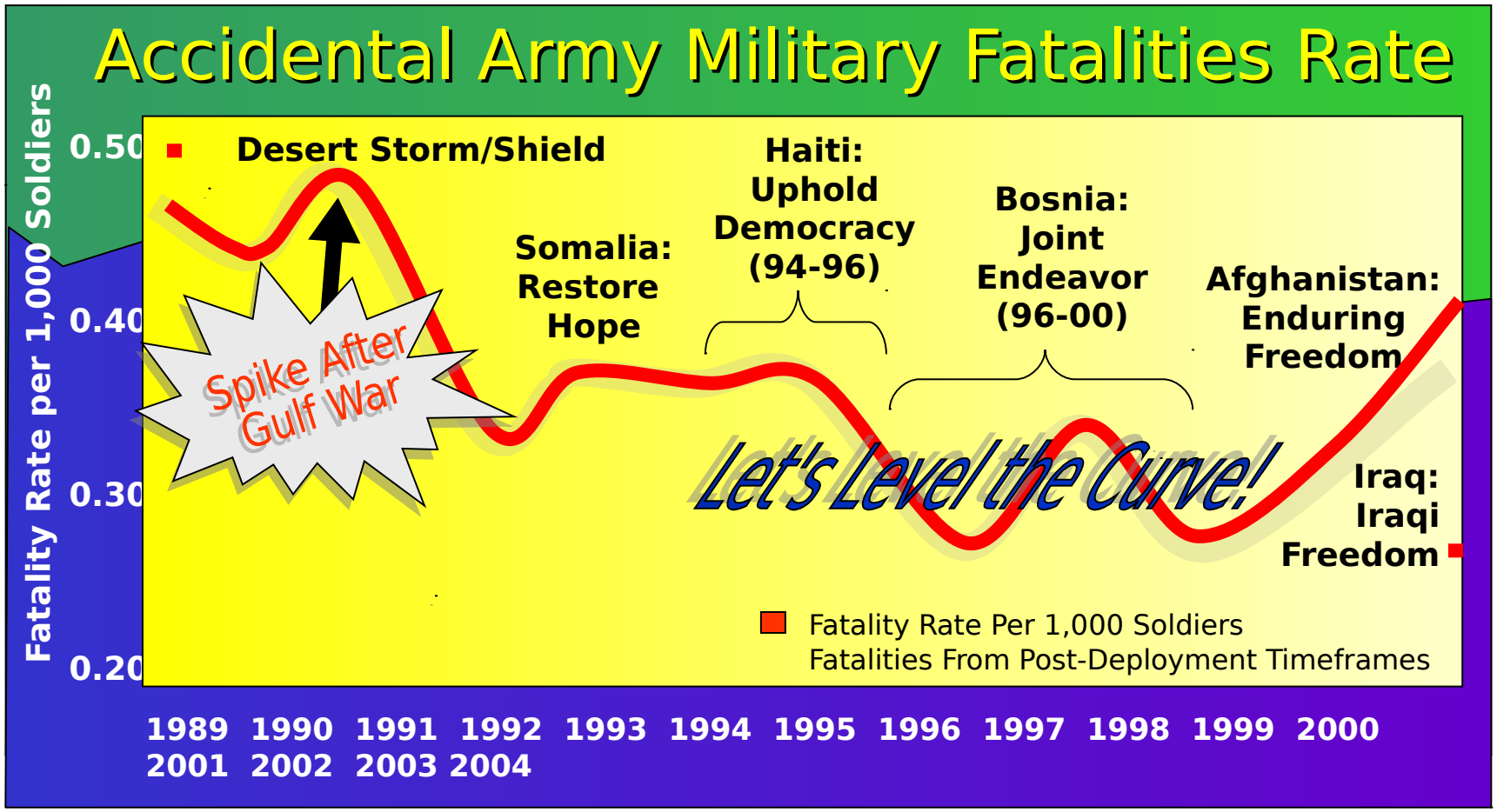
CONTRIBUTING FACTORS

- Lost POV Proficiency of Returning Soldiers
- Likelihood of Driving Long Distances Upon Return
- Effects of Alcohol & Fatigue – Time Zone
- Development of Unhealthy Mindsets: "Invincibility" "Bulletproof"
- Bad Habit Transfer – Seatbelt Use
- Condition of POVs after Lengthy Storage
- Large-Scale Execution of Deferred PCS & School Rotations

CONSIDERATIONS

- Leader Engagement – Risk Management
- AC: Non-Negotiable Post-Deployment Decompression Period
- RC: Build Readjustment Period Into Redeployment Timetable, Command Oversight
- Promote Employer Support for Redeploying RC Soldiers
- Review/Apply Existing Redeployment Plans/SOP's
- Integrate Commanders & Key Staff Sections into Redeployment Briefings/Counseling Sessions for Soldiers/Families
- Maintain Active Leader Presence at Rear HQ during Redeployment & Demobilization
- Produce & Distribute a FORSCOM Safety Video for Returning Soldiers
- DDC Check Ride
- Unit and State Vehicle Inspections
- Strict Application of Standards

Post-Deployment Accident Rates



Combat Casualty Avoidance – Preparing the Force

POTENTIAL RISKS

- Exposure to Hostile Forces
- Combat Training of CS & CSS Units Not Equivalent to Maneuver Troops
- Limited Crew Served Weapons Training
- Combat Operations with Unfamiliar or Locally Modified Equipment
- Sacrificing Safety Controls in Response to Force Protection or Self-Preservation Concerns, i.e. Seatbelts, Convoy Speeds, etc.
- Poor Physical Conditioning

CONTRIBUTING FACTORS

- Training Resource / Time Constraints
- Little Training on Rapid Fielding Initiative Equipment Before Deployment
- Operational Pace
- Limited STRAC Allocations
- Climatic / Weather Concerns

CONSIDERATIONS

- Train and Certify Soldiers to Army Standards Prior to Deployment
- Provide Adequate Combat Training in Likely Scenarios for CS and CSS Troops
- Increase STRAC Allocations to Familiarize all Vehicle Crew Members on Crew Served Weapon's
- Select CTC Instructors with Combat Experience
- Rapid Fielding Initiative Equipment Training Sets, i.e. SAPI Plates
- Extreme Hot & Cold Weather Equipment and Training
- Army Physical Conditioning Standards

Combat Casualty Avoidance Preparing the Force - Motorization

POTENTIAL RISKS

- Replacement of Armored Vehicles with HMMWVs:
  - ✓ Untrained Vehicle Operators
  - ✓ Decreased Crew Protection
  - ✓ Employment of Systems With Decreased Lethality
- Replacement of Tactical Vehicles on TDAs with Commercial Vehicles
- Compressed Timeline

CONTRIBUTING FACTORS

- Pressure of GWOT
  - ✓ Operational Pace
  - ✓ Fatigue – Chronic and Acute
- Uncertain Availability of Resources
  - ✓ Equipment
  - ✓ Personnel

CONSIDERATIONS

- Leader Engagement
- Emphasis on Wheeled Vehicle Safety Programs
- Strict Enforcement of Established Qualification & Licensing Standards
- Utilize CTCs to Train Vehicle Operators
- Closely Monitor Training of Equipment Operators and Maintainers
- Ensure Sufficient Spare Parts Associated With Increased Use of Motorized Systems

In-Theater Combat Casualty Avoidance

POTENTIAL RISKS

- **Exposure to Hostile Forces**
  - ✓ Inadequate Combat Support
  - ✓ Fatigue & Complacency Affecting Individual Situational Awareness
- **Negative Command Climate Impacts**
  - ✓ Safety Not Prioritized or Emphasized
  - ✓ Standards Known but Not Enforced
- **Risk Management Not Used:**
  - ✓ In Mission Planning, Preparation and Execution
  - ✓ To Elevate Risk Decisions to Appropriate Level
- **Soldiers and Leaders Ignore Known Risks**
- **Environmental Concerns**

CONTRIBUTING FACTORS

- **Operational Pace**
- **Fatigue**
- **Complacency**

CONSIDERATIONS

- **Treat <u>ALL</u> Movement Outside Base as Tactical**
  - ✓ Use Appropriate Orders, TTPs and SOPs
  - ✓ Issue Intelligence Briefing
  - ✓ Appropriate Reconnaissance and Security
  - ✓ Mission Back-Briefings
  - ✓ Task Organize Per Mission
- **Buddy System**
  - ✓ Multiple Vehicles
  - ✓ Multiple Crews
  - ✓ Communication Link
- **Conduct Appropriate, Situational Risk Management Before Deciding to Unbuckle**
- **Hydration, Personal Hygiene, Sanitation**
- **Enforce Use of Body Armor**
- **Rehearse Actions on Contact Battle Drills**
- **Use Personal Flotation Devices when Operating Boats**

Weapons Handling

POTENTIAL RISKS

- Negligent Discharges
  - ✓ Lack of Training in Handling & Clearing
  - ✓ Horseplay
- Captured Weapons & Munitions (OCONUS) – Storage & Handling
- Illegal War Trophies
- Personal Weapons (CONUS) – Handling and Operation
- Ordinance Disposal Performed by Non-EOD Personnel

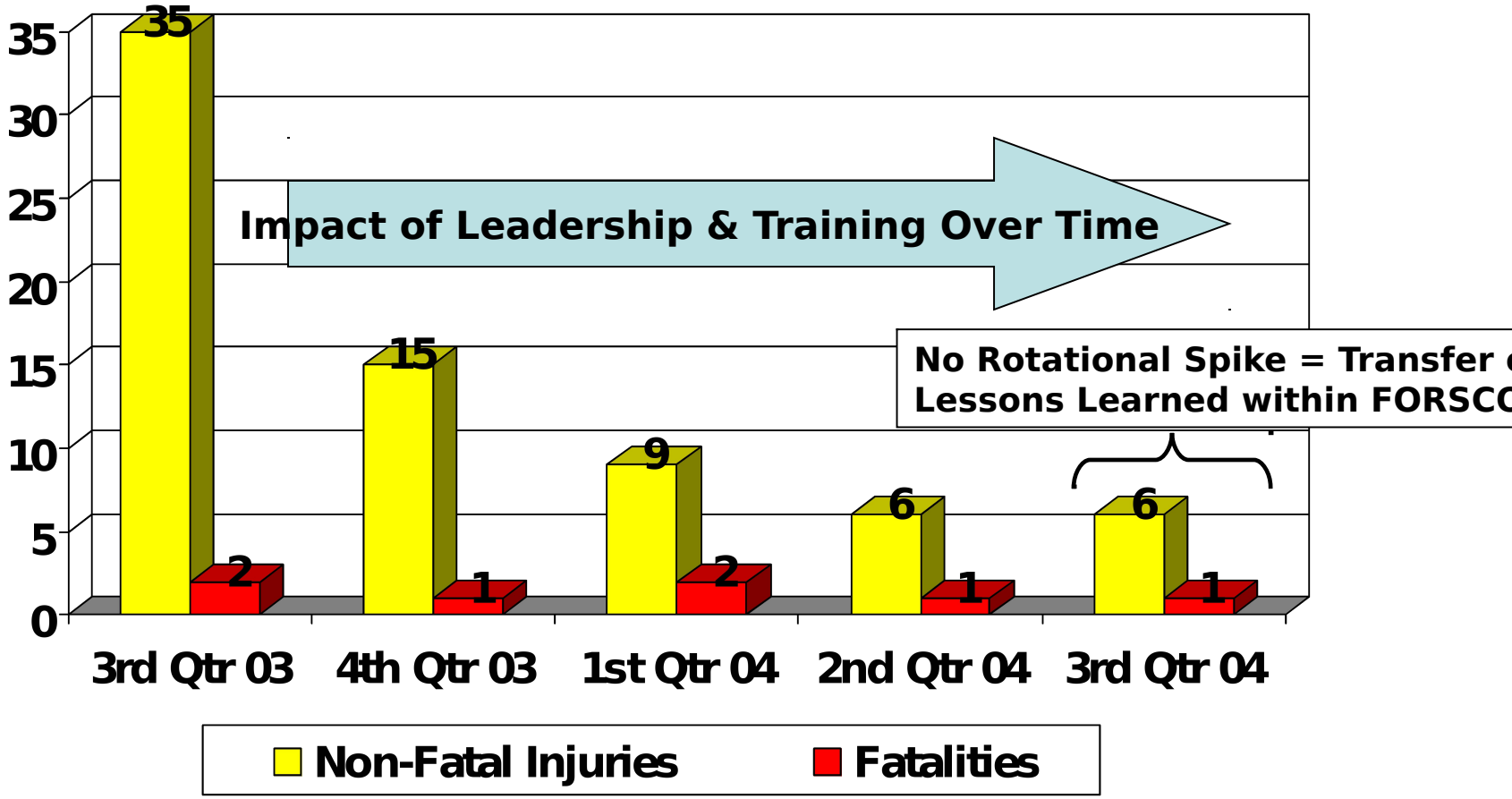
CONTRIBUTING FACTORS

- Operational Pace
- Increased Exposure to Weapons & Munitions
- Non-Standard Conditions
- Conflicting Procedures
  - ✓ Soldiers Manual of Common Tasks: Clear vs. Unload
  - ✓ TM/FM Differences
- Muzzle Awareness

CONSIDERATIONS

- Leader Engagement and Enforcement of Controls
- Pre-deployment Review of Weapons Handling and Procedures
- Establish Rules of Engagement and Weapons Status Levels for Mission Profiles and Troop Locations
- Train and Certify Ammunition Handlers and Supervisors
- Install Clearing Barrels with Instructions at Appropriate Locations
- Ordnance Disposal Performed Only by Qualified Personnel
- Thorough Pre-Shipment Checks

OIF Negligent Weapons Discharges Causing Injury or Death



FORSCOM

Modularity

POTENTIAL RISKS

- Disruption of Force Structure, Unit Cohesion and Soldier Training
- Leaders & Soldiers Unfamiliar With New Tactics and Equipment
- Pressure on CTCs to Develop Multiple Realistic Scenarios
- Concurrent, Synergistic Impact of GWOT and Transformation Related Risks

CONTRIBUTING FACTORS

- Limited Authorizations for Safety Staff
- Training Time and Resources
- Uncertain Availability of Resources
  - ✓ Equipment
  - ✓ Personnel
  - ✓ Training Time/Resources

CONSIDERATIONS

- Leader Engagement
- Define Safety Staff Requirements for Modular Organizations
- Ensure Sufficient Time/Resources to Adequately Train on Weapons & Tactics; Special Emphasis on CTCs Developing Assessment/Certification Criteria
- Ensure Soldiers Trained for:
  - ✓ All New Equipment
  - ✓ Convoy/Collective Gunnery and Maneuver Tasks
- Leaders Thoroughly Study and Examine New TTPs, Provide Feedback on Successes and Failures
- Identify/PCS Unit Leadership Early to Minimize Disruption, Maximize Trainup
- Systems Safety Integration Into:
  - ✓ Tactics
  - ✓ Manning
  - ✓ Force Composition

Training Exercises & Homeland Operations

POTENTIAL RISKS

- Active and Reserve Component Integration – Mobilization Augmentees
  - ✓ Differing SOPs & Unit Policies
  - ✓ Differing Safety Structure & Oversight
- Military Vehicle Operations – Night and Limited Visibility Operations
- Conditional Material Release Equipment
- NTC and JRTC
  - ✓ Assumption of OPFOR Duties by ARNG Units: Limited Acclimatization and Transfer of Institutional Knowledge
  - ✓ Non-Standard Rotations
  - ✓ Light-Heavy Combined Operations
  - ✓ Disruption Due to Wartime Commitments
- Wilderness Firefighting Mishaps

CONTRIBUTING FACTORS

- Operational Pace
- Fatigue and Stress
- Western Drought Conditions & Firefighting Taskings

CONSIDERATIONS

- Leader Presence at Training
- Use Crawl/Walk/Run Approach to Limited Visibility Training
- Provided Adequate Planning Time and Integrate Risk Assessments
- Command and Control
- Conduct Thorough Mission Rehearsals and Risk Assessments Before and During CTC Rotations.
- Review and Acceptance / Mitigation of Risk at Appropriate HQ for Conditional Materiel Release Equipment
- Rapidly Disseminate Conditional Materiel Release Equipment Lessons Learned
- Ensure Inclement Weather Training – Issue Appropriate Protective Equipment. Implement Work/Rest Cycles
- Inclusion of USAR Army Safety Augmentation Detachment Assets
- Thorough Training in Firefighting Procedures and Wildfire Risks

Aviation

POTENTIAL RISKS

- Loss of Critical Manpower and Equipment
- Delayed or Reduced Training Activities Upon Return
- Aircraft Maintenance (RESET)/Limited Availability
- High OPTEMPO Training for Deployment

CONTRIBUTING FACTORS

- Operational Pace
- "Wartime" Safety Standards, Mentality and Complacency
- Post Deployment Maintenance
  - ✓ Parts Availability
  - ✓ Aircraft Not Available for Training
- Turnover of New Aviation Personnel
  - ✓ Low Experience Level
  - ✓ Attrition
- Aviation Resource Management Survey (ARMS) Exemptions
- RESET 60-90 days unavailability UH-60
- Deferred Maintenance
- Relocation/Reorganization of Units
- GWOT Mindset – Invincible, Bulletproof

CONSIDERATIONS

- Re evaluate Operational Requirements/ Priorities
- Use Checklists and Train for Cockpit Coordination
- Increase Simulator/Hands-on training
- Reintegrate to Peacetime Aircrew Training Program
- Academics Training
- Safety Training
- Treat Reconstitution as an Operational Requirement
- New Equipment Training
- Maintain Inspection/Maintenance Schedule
- Use Crawl-Walk- Run Approach
  - ✓ Individual Training
  - ✓ Collective Training
- Allow Time for Personal Recovery
- Command Involvement in Aircrew Mix/Aircrew Coordination

Standards & Discipline

POTENTIAL RISKS

- Command Climate Negatively Impacts Safety
  - ✓ Safety Not Prioritized or Emphasized
  - ✓ Standards Known But Not Enforced
- Risk Management Not Used:
  - ✓ In Task Planning, Preparation and Execution
  - ✓ To Elevate Risk Decisions to Appropriate Level
- Task Completion Using Non-Standard Means
  - ✓ Less Than Required Personnel Available
  - ✓ Insufficient Equipment or Resources
  - ✓ Insufficient Time
  - ✓ Absence of Leader Supervision
- Fatigue Affecting Adherence to Standard
- Soldiers and Leaders Ignore Known Risk

CONTRIBUTING FACTORS

- Conflicting Standards
- Undefined Standards
- Operational Pace

CONSIDERATIONS

- Communicate:
  - ✓ Daily and Weekly Safety Discussions
  - ✓ Emphasize Consequences of Irrational Behavior
  - ✓ Instill a Sense of Self-Worth in Every Soldier
- Leaders Sustain Influence
- Integrate Tools: Imbed Risk Management Using Existing Tools
- Assess: Review Existing Programs & Redirect as Needed
- Commander's Safety Course
- Command Clarification of Acceptable Risk Levels and Authority
- Review and Application of Unit Standard Operating Procedures
- NCO Safety Campaign

1st Qtr Areas of Concern – Residual Risk

Areas of Concern		Initial Risk	Residual Risk After Controls Added
Standards & Discipline	POV & Motorcycle Operations	Ex High	Ex High
	Mobilization & Deployment	Ex High	High
	Redeployment & Demobilization	Ex High	High
		Ex High	High
	Preventing Combat Casualties	High	Mod
	Weapons Handling	High	Mod
	Training Exercises & Homeland Ops	High	Mod
	Modularity	High	Mod
	Aviation Safety		

Low Risk Moderate Risk High Risk Extremely High Risk

Commander's 1st Quarter FY 05 Goal

FORSCOM Goal:

Decrease the FORSCOM Fatality Rate by 25% Over the Prior Year

End State

Safe Operating Environment for FORSCOM Soldiers, Civilians and Family Members

- Risk Management Integrated into Mission Planning, Preparation and Execution
- Risk Decisions Made at Appropriate Levels
- No Unnecessary Risk
- Effective Risk Communication